

# 2005 ARMY ACQUISITION WORKFORCE CONFERENCE



<http://asc.army.mil>

Transforming the Organizations, Leaders & Workforce of Tomorrow

## **Workshop: FA 51 Leader Development Initiatives**

### **Conversion of Army Acquisition Basic Course to FA51 Qualification Course & Intermediate Level Education**

**MAJ Aaron Brown**

**703.805.1236**

**aaron.m.brown@us.army.mil**

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## Agenda

**Welcome** - Introductions

**Admin Remarks** - As needed.

**Roles and Responsibilities** - Note takers, leads, and facilitators

**Rules of Engagement**

**Information Briefing(s)**

**Facilitated Discussion**

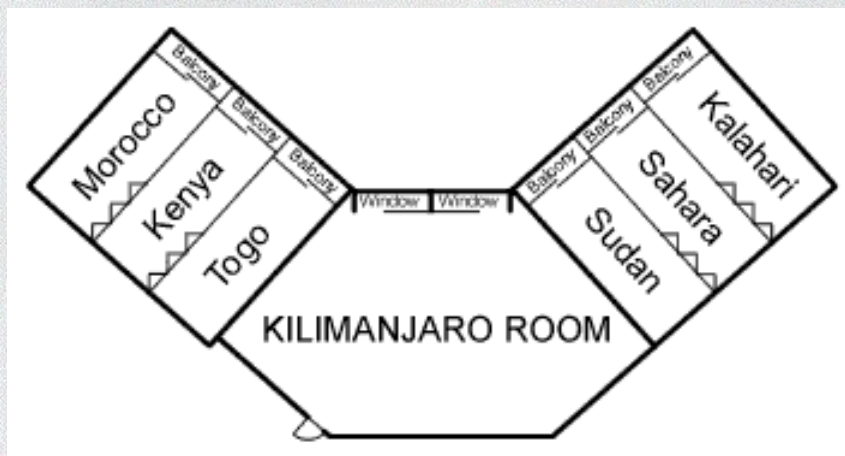
**Summary of Outputs**



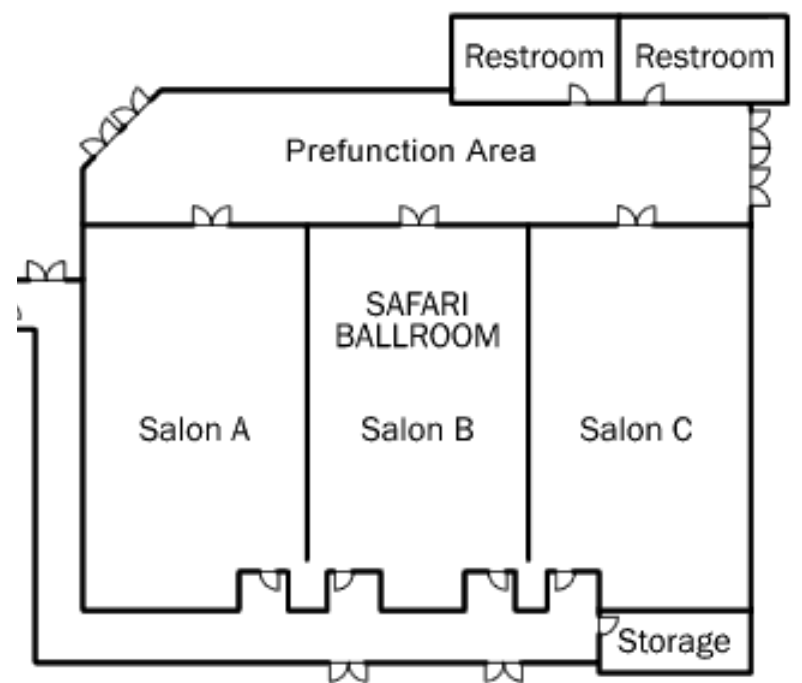
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## Rooms

**Kilimanjaro Room**



**Safari Ballroom**



## Roles and Responsibilities

Note Takers: **Are to capture the notes of the workshop, and, especially, ideas, questions, and answers. There will be writing boards with notes that at the end of the workshop the note taker can write out in the order in which the workshop puts them in.**

Co-Leads: **Are to assist the initiative/workshop partner both at the conference and outside the conference. Co-leads should be prepared to carry the responsibilities of their other co-lead in an emergency.**

Facilitators: **Are the initiative/workshop facilitators who are responsible for facilitating the community workshop discussions.**

## Rules of Engagement

All voices will be heard. **Everyone is encouraged and asked to participate.**

This is a non-attribution workshop.

We agree that we can disagree, and agree to come to a consensus.

We will produce output with consensus.

Consensus

is the name of the game.

**The briefing that follows is extracted from a decision brief intended for LTG Yakovac**

**Your input may help make this briefing better**

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## Where Big Army is going - input from 19 JAN 05 OPMS 3 brief to CSA

### Purpose: CSA Update on What You Told Us to Do

#### Mission

- Review and recommend changes for management and development of the Officer Corps that
  - Develops skills required, today and tomorrow, and groups skills functionally to meet Army requirements
  - Acquires, develops, and retains professionals with a Warrior Ethos and inspired to a lifetime of service
  - Shifts career paths--less command centric, less prescriptive, and less timeline driven
- Institutionalize an adaptive process to manage the change required to maintain the long term health of the Officer Corps

All viewed through a Warrior Ethos lens for a Campaign-quality, Joint and Expeditionary Army at War

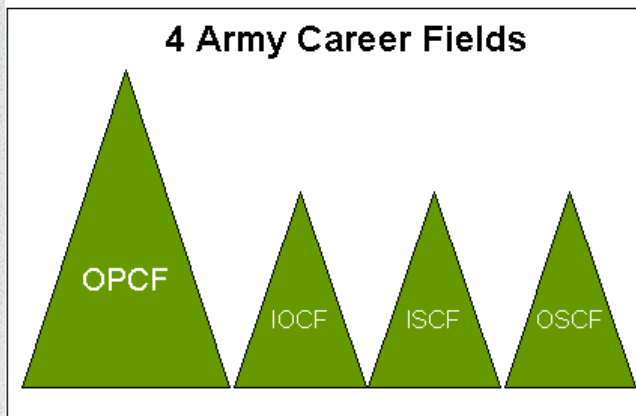


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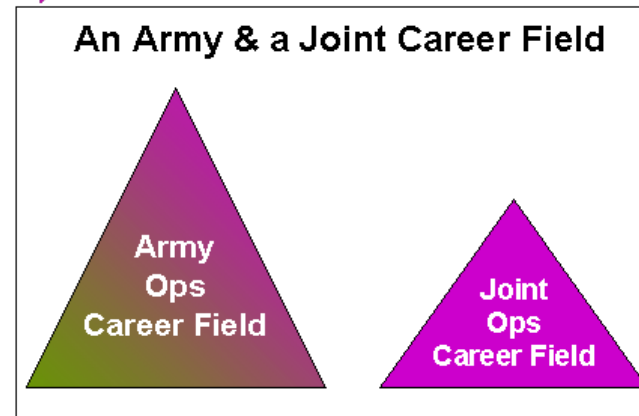
## Where Big Army is going - input from 19 JAN 05 OPMS 3 brief to CSA

### Strategic View

Where We Are Today...



Where We Are Headed...



#### Where we are headed:

- Functionally Aligned... Joint Experienced
- Professionally Developed Agile, Adaptable, Leaders... Warriors First
  - Flexible Career Paths
  - Skills Based... Breadth and Depth
  - Deep Bench... Lifelong Learning
  - "Perform and Stay"
  - Increased Stability
- Robust Incentives... Inspired Professionals

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## What we are trying to

**accomplish** communication with acquisition leadership and doctrine training

- Prepare new acquisition officers to take positions in ANY acquisition organization
  - Many acquisition officers are currently single-tracked into one AOC
  - CSA guidance is to build “decathletes”; MILDEP guidance is “diversity of experience” i.e. multiple certifications
- Provide certification training in multiple AOCs to new acquisition officers
  - Recent changes to DA Pam 600-3 put emphasis on certifications in multiple AOCs (Level III in one and Level II in others)
  - Historically, expecting officers to do it all on their own time doesn't work.
- Develop LCMC commanders of the future

## FA 51 Leader Development Initiatives

There are two major centralized opportunities to develop junior acquisition officers:

**1: Army Acquisition Basic Course (AABC); normally attended prior to first acquisition assignment**

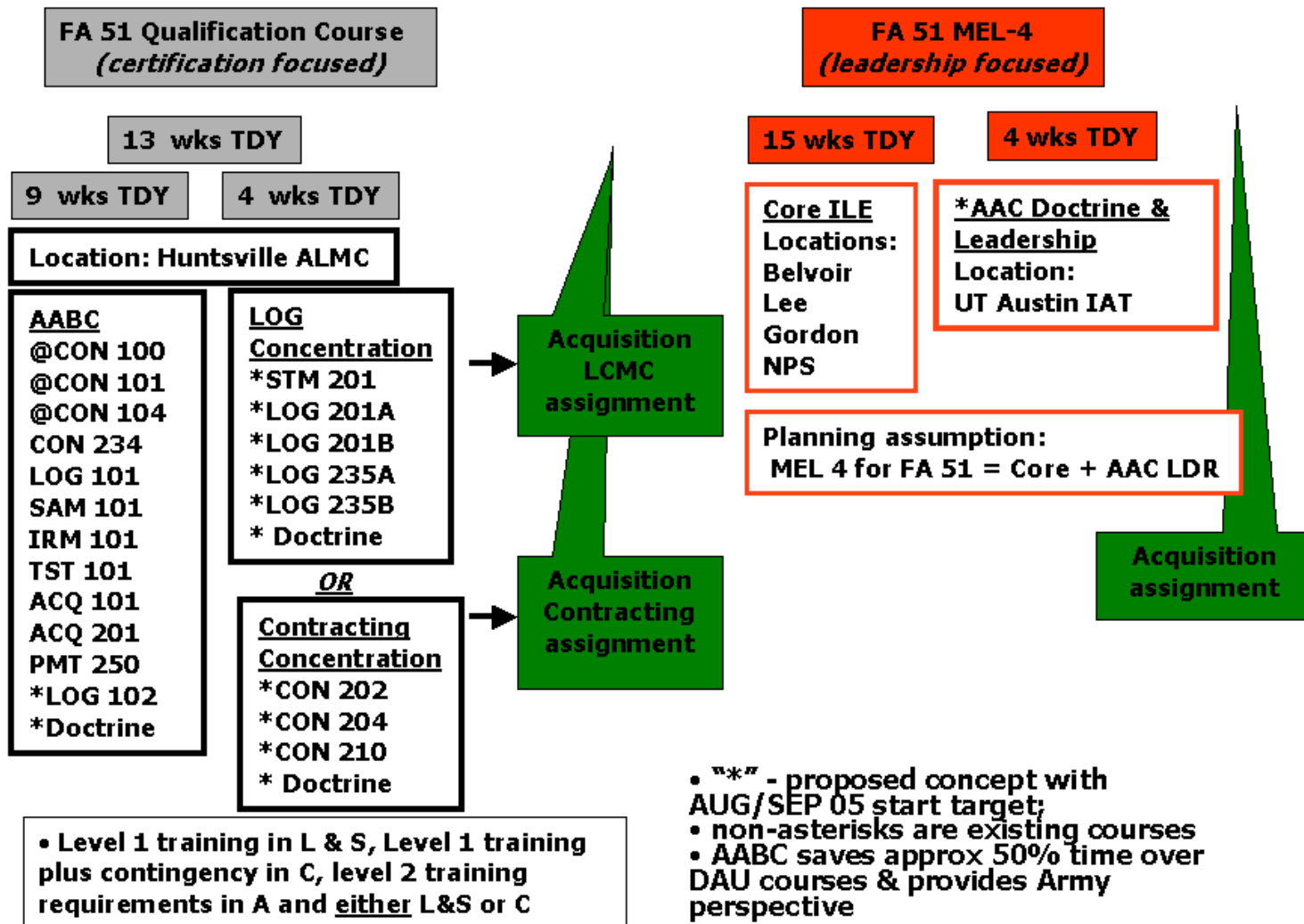
- Good, but requires augmentation to meet strategic vision
- Will present plan for expansion into FA 51 Q Course

**2: Intermediate Level Education (ILE); starting in 2005 to be attended between the 8<sup>th</sup> and 12<sup>th</sup> years of commissioned service. For other-than-ops career fields:**

- 15 week core ILE held at one of 4 locations
- Functional-area specific training as desired by proponent

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## Army acquisition training concept as of 8FEB05 effective as of AUG 05



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## FA 51 Leadership follow-on to ILE



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## Intermediate Level Education (Military Education Level IV)

- Guidance from MILDEP and Director, ASC:
- balance certification training with leadership and doctrine
- Conduct with warfighters and have warfighter guest speakers; not necessarily co-located with FA 51 Q Course
- Leverage existing programs such as various War College fellowships
- PEO/PM guest speakers/instructors

## **FA 51 Leadership follow-on to ILE: proposed location**

**UT Austin, co-located with War College  
fellowship**

- **Very Supportive**
- **Can incorporate all desired topics**
- **Requires maximum 120 day lead time**
- **Lodging included**
- **More details in back-up slides**

## **FA 51 Leadership Course follow-on to ILE: Austin proposal**

- **The FA51 Leadership course focuses solely on leadership and doctrine (FA51 Q Course addresses certification)**
- **The course length is 20 training days (4 weeks)**
- **Lead-time approximately 120 days or less**

## FA 51 Leadership Course objectives

- **Develop Acquisition Leaders capable of leading/commanding any acquisition organization at the 05/06 level**
- **Develop a pool of future senior officer's trained in innovative leadership & acquisition topics**
- **Expose students to real-world customer needs and PM/PEO Operations through a series of speakers, staff rides and field trips**
- **Leverages War College Fellowship instructors and expertise; leverages Fellows mentorship**
- **Develop an enhanced understanding of the customer and his support needs; industrial operations and its defense interface; and the civilian workforce**
- **Expose students to the knowledge base of a "world class," Tier 1 university for practical application tools that have proven successful**

## FA 51 Leadership Course proposed

**Curriculum**  
• Classes and seminars from same faculty that speaks/instructs the War College fellows:

- Team building seminar
  - Guest speakers
  - PPBES seminar
  - Leadership and ethics seminar
  - Art of negotiation seminar
- 
- PEO and PM guest speakers & instructors
- 
- Site Visits to warfighters and Army activities
    - III Corps Transformation, III Corps Warfighter panel
    - Reset
    - Consolidated Test Support Facility (CTSF)
    - 21st Cav BDE and Apache Materiel Fielding Team
    - Corpus Christie Army Depot (CCAD)
- 
- Visits to industry, including Stewart & Stevenson

## FA 51 Leadership Course costs

- Start-up costs are approximately \$15K for computers
- ROM Costs to UT Austin for each class of 30 students:  
Course administration, Execution & Support

\$58,757

Lodging

\$50,700

MTT from ALMC HSV for doctrine (TDY)

\$1,500

Shuttle transportation from lodging to class

\$4000

Sub-total per class

\$116K

- ROM travel and M&IE TDY expenses per class of 30 students:

Travel

\$13500

M&IE

\$38700

Sub-total per class

## **FA 51 Leadership Course Implementation Issues**

- **Army G-3 rep stated that officers TDY enroute would remain assigned to their losing unit, TDY and return would remain assigned to their existing unit. May be able to use ALMC registrar if needed**
- **Alignment of start dates with core ILE schedule end dates - Army G-3 has not made decision on core ILE schedule**

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## Conversion of AABC to FA51 Q Course



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## Converting AABC to FA 51 Q Course

### AABC

- Level I training in: A, C, L
- Level II training in: A
- Contingency Contracting
- 9 Weeks

### FA51 Q Course

- Level I training in: A, C, L
- Level II training in: A
- Contingency Contracting
- Level II training in EITHER
  - S & L
  - or C

#### **Notes:**

• Contracting interns & CCO NCOs might attend only "AABC" portion of FA 51 Q Course

• Planned for 5 resident courses and up to 4 offsite offerings; maximum 36 students per class, optimal 30

**15 Weeks**



## Expanding AABC to FA51 Q Course Implementation Issues

- Expanded curriculum requires additional classrooms
- Expanded curriculum requires 2 additional faculty (total of \$192K annual salary budget increase)
- Current facilities inadequate - expanded curriculum requires additional classroom space; best alternative is UAH Bevill Center
- DAU is canceling their agreement with ALMC-HSV effective OCT 05; ALMC must pay rent even if stay in current facilities
- MOA with UAH required for use of Bevill Center
- Must get course material from DAU for level II course - potential political sensitivities
- Lead time of approximately 150 days from hiring authority to implementation

## Expanding AABC to FA51 Q Course

### Costs AABC at current location FA51 Q Course at Bevill

<u>Start-Up Costs</u> <sup>1</sup>	<u>\$0</u>	<u>Start-Up Costs</u> <sup>1</sup>	<u>\$200</u>
Operating Expenses	\$136	Operating Expenses <sup>2</sup>	\$136
Salary	\$288	Salary	\$480
<u>Lease 3748 ft<sup>2</sup> @ \$16 ea</u>	<u>\$60</u>	<u>Lease 5404 ft<sup>2</sup> @ \$10.14 ea</u>	<u>\$64</u>
<b>Total Recurring</b>	<b>\$484</b>		<b>\$680</b>
Classrooms	1		3
Support FA51 Q Course	No		Yes
<p><b>NOTE 1: Office furniture and equipment. All furniture and office equipment at current location is owned by DAU. Inc \$2k moving expenses.</b></p> <p><b>Note 2: Operating expenses include IT support, phone, copier, postage, etc. Bevill Center may be able to leverage existing USACE IT support and may reduce cost at Bevill Center.</b></p>			

*All costs in thousands*

## Facilities options for FA 51 Q Course

<i>Option</i>	<i>Description</i>	<i>Set-up costs</i>	<i>Annual Recurring Costs</i>	<i>Rating (Adequate, Marginal, Inadequate)</i>
Stay at DAU	3748 sq ft; only one furnished classroom, 5 breakout rooms, & faculty offices - can not accommodate expansion of AABC into FA 51 Q Course	\$0	\$196,000	Inadequate
Move to Redstone Arsenal	6700 sq ft, 3 classrooms old building requires extensive renovation & partitioning of offices and breakout rooms, crowded	\$939,000	\$136,000	Marginal
Move to UAH Bevil Center	7500 sq ft, ample size for 3 classrooms, 5 breakout rooms, & faculty offices; facilitates potential strategic partnership	\$235,000	\$200,000	Adequate
Rent comm. fac. (NASA Intergraph)	13000 sq ft, ample size for 3 classrooms, 5 breakout rooms, & faculty offices	\$189,000	\$305,000	Adequate

**Director, ASC approved UAH Bevill Center**

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## UAH Bevill Center



## AABC & civilians

- Civilians can attend AABC when funding and seats available
- AABC can offer 4 onsite training classes per year if command willing to pay TDY for instructors
- Most civilian attendees are currently contracting interns
- AABC not yet in ACTEDS
  - according to AO, ACTEDS plan has been in staffing at G-1 for 2 years
  - Goal of plan: when approved, will provide local authority to change ACTEDS content
  - AABC should be added at that time

## **Recommendations**

### **Approve FA 51 Training Plan:**

- **Institute the FA 51 Leadership Course at UT Austin**
- **Expand AABC into the FA 51 Q Course**

## Discussion Topics

- What training do acquisition officers currently lack when they report to their first duty stations that is not already planned for the FA51 Q Course that could be incorporated?
- What training to field grade acquisition officers currently lack from CGSC that is not already planned?
- Why don't the reserves participate more fully in AABC - is there a lack of funding, awareness, or some other factor?

# Quad Chart



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## **Back-up Slides**

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## FA 51 Leadership draft curriculum by week

### WEEK 1

#### Day 1 (SUN)

- Arrive / Sign for Housing

#### Day 2 (MON)

- In process & course orientation (UT) HR/User ID/ID Card/Course & Local ROE.

#### Day 3 (TUE)

- Team Building seminar (UT) Dr. Grant, UT speaker and Psychologist.
- Distinguished speaker (UT) TBA.

#### Day 4 (WED)

- Doctrinal classes (UT) DAU/ALMC MTT

#### Day 5 (THU)

- Doctrinal classes (UT) DAU/ALMC MTT

#### Day 6 (FRI)

- Doctrinal classes (UT) DAU/ALMC MTT



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## FA 51 Leadership draft curriculum by week

### WEEK 2

#### Day 7 (MON)

- Planning, Programming, Budget Execution System (UT)  
LTG (Ret) Trefry, Army Force Management School

#### Day 8 (TUE)

- PM panel (Ft. Hood)
- Operational Test Command Overview (Ft. Hood)

#### Day 9 (WED)

- Leadership & Ethics seminar (UT) Dr Prince (BG Ret), LBJ School

#### Day 10 (THU)

- University Affiliated Research Center Visit (UT/IAT)
- Conflict Resolution seminar (UT) Dr McDaniels, McCombs School

#### Day 11 (FRI)

- Corpus Christi Army Depot visit (Corpus Christi)



# 2005 ARMY ACQUISITION WORKFORCE CONFERENCE

## FA 51 Leadership draft curriculum by week

### Week 3

#### Day 12 (MON)

- Lean, Six Sigma overview (1 day-UT) Smarter Solutions, Mr Breyfogle, CEO

#### Day 13 (TUE)

- Distinguished speaker (SSCFP)
- Art and Science of Negotiation seminar (UT) Dr Paulson, McCombs School

#### Day 14 (WED)

- Acquisition Lessons Learned/Case study (UT) ALLMS

#### Day 15 (THU)

- Interpersonal Communications seminar (UT) Dr Daly, Communications School
- Austin Research Group brief & tour (Austin) FCS integration contractor

#### Day 16 (FRI)

- III Corps Transformation & Reset Operations (Ft. Hood)
- War- fighter Panel (Ft. Hood)

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## FA 51 Leadership draft curriculum by week

### WEEK 4

#### Day 17 (MON)

- Stewart & Stevenson Truck Plant Visit / DCMA Brief (Sealy, TX)

#### Day 18 (TUE)

- CTSF (Ft. Hood)
- 21<sup>st</sup> CAV / Apache Materiel Fielding Tm (Ft Hood)

#### Day 19 (WED)

- Senior Service College Fellowship Acquisition panel (UT)
- End of Course review

#### Day 20 (THU)

- Out processing and graduation



## **FA 51 Leadership course admin support**

• Family furnished, leased housing provided

- Physical fitness facilities provided
- Each student provided access to desk-top on-line services
- Official telephone service provided
- Common copier & fax machine provided
- Welcome packets provided in advance
- Weekly training schedules provided
- Transportation provided for field trips
- Administrative supplies provided
- Course administrative & clerical support

## **FA 51 Leadership course - military support**

- **Military support requirements (transportation, medical, exchange, ID cards, etc) coordinated through Camp Mabry, Ft. Hood, Ft. Sam Houston.**
- **Medical support coordinated through Tricare Prime/Remote or Ft. Hood or Ft. Sam Houston.**
- **Dental support coordinated through Delta Dental or Ft. Hood or Ft. Sam Houston.**

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## UT Austin Background

- Thirteen years of experience operating the Army's model Senior Service College Fellowship.
- The UT Director of Army Programs is a retired Army LTG with extensive operational, combat & weapon systems experience, currently serving on the Army Science Board.
- UT programs include cutting edge technology in electric armaments, high speed computing, robotics, WMD's, counter terrorism & digitized support to III Corps units.
- A-Team of university faculty, local businessmen, and senior active / retired officers dedicated to the program
- Close proximity to current operational activities... Ft. Hood and Ft. Sam Houston.(75 min).
- Two UARCs located at UT.
- UT hosts USMA cadets annually for R&D enrichment training.
- Located in Austin, TX, the state capitol and a national leading center for high-tech industry & innovation.
- Approximately 25 Army officers attend various UT advanced degree programs each year; as well as similar numbers from the other sister services.

## **UT Austin Background cont.**

- **Rated 15th best university in the world (London Times, 11/5/04).**
- **6th largest library in the nation (2005).**
- **Distinguished international faculty includes Nobel Laureates, numerous National Academy of Science & Engineering professors, and former Government / Defense leaders.**
- **Engineering & Business colleges ranked, nationally, in the top 15.**
- **Over 70 major business, engineering, & technical centers & labs.**
- **UT has an extremely strong cadre of retired, senior military leaders.**

## Core ILE draft schedule

- **Current pilot is 12 weeks:**
  - **start 7MAR Gordon**
  - **start 1 JUN Belvoir**
  - **start 20 JUN Belvoir**
- **Final Course length is 15 weeks (18 Weeks for class than runs OCT-FEB due to holidays)**
- **A schedule has been proposed to Army G-3 for decision; decision requested by 20 FEB**
- **If no decision, start dates may slip to the right**
- **If ILE implementation slips, may conduct core ILE at Fort Leavenworth on a temporary basis as there is a temporary surplus of resources since FLW not being filled due to deployment schedules.**

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## Core ILE draft schedule cont.

- ILE core: 4 sites with 12 classes annually over 6 different time schedules
- Belvoir (2 sets of classrooms, 5 classes annually)
  - start last week AUG - end 3rd week DEC (1 class)
  - start first week JAN - end 3rd week APR (2 classes)
  - start first/second week MAY - end AUG week AUG (2 classes)
- Lee (3 classes annually, same schedule as Belvoir):
  - start last week AUG - end 3rd week DEC
  - start first week JAN - end 3rd week APR
  - start first/second week MAY - end AUG week AUG
- Gordon (3 classes annually)
  - last week OCT - last week FEB (course breaks for 2 weeks over Christmas)
  - second week MAR - third week JUN
  - last week JUN - second week OCT
- Monterey or NPS (1 class annually using instructors from

## **AABC/FA51 Q Course: Why ALMC instead of DAU?**

**ALMC meets the needs of the Army:**

- **Courses condensed to about 50% length of DAU resident offerings; insufficient time in Army career to attend all classes online and in residence at DAU**
- **Provides Army perspective**
- **DAU throughput and availability issues**

## **AABC/FA51 Q Course: other issues**

- **AABC includes guest speakers for contracting, contingency contracting, T&E, and PM/PEO, both civilian and military**
- **The faculty consults for local acquisition community to stay current and ensure lessons learned are brought back**
- **These practices will continue with the FA51 Q Course**

## Other internal tasks

- Set up site-visit to all FA51 LDR Fort Hood sites for DDACM and proponency officer
- Add AMC LAO to Fort Hood sites
- Attempt to add CCOB, AFSB, and FM 63-11 to core ILE curriculum

## Historical Background

- AABC was formerly the MAM course at Fort Lee; MAM provided DAU equivalencies only for ACQ 101 and ACQ 201
- Conducted by the Army Logistics Management College (ALMC) in coordination with DAU
- MAM was moved to Huntsville at recommendation of DAU and renamed AABC; DAU agreed to pay for facilities
- AABC provided 9 DAU equivalencies; in OCT 04 CON 234 added (contingency contracting). AABC currently provides 10 DAU equivalencies.
- The equivalencies are all Level I except for CON 234 and PMT 250
- Currently 5 resident courses and up to 4 offsite offerings; maximum 36 students per class, optimal 30